A Satyam Roychowdhury initiative

EXPLORING THE IMPACT OF TEAM EFFECTIVENESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK ENGAGEMENT AMONG EMPLOYEES WORKING IN PRIVATE SECTOR

This dissertation is submitted for the partial fulfillment for the degree of

M.SC IN APPLIED PSYCHOLOGY

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PLAGIARISM CERTIFICATE

"I, RATNA HALDER, pursuing a Master's from Sister Nivedita University, Department of Applied Psychology hereby, declare that the research work titled, "Exploring the impact of Team Effectiveness on Organizational Citizenship Behavior & Work Engagement among Employees Working in the Private Sector." conducted by me, has been completed with full honesty and integrity. I confirm that the work is original, and all sources of information have been appropriately acknowledged and cited. Furthermore, I affirm that the research work has undergone thorough plagiarism checks to ensure its authenticity. I take full responsibility for the content and findings presented in this research."

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CERTIFICATE

This is to certify that the dissertation entitled "Exploring the impact of Team Effectiveness on Organizational Citizenship Behavior & Work Engagement among Employees Working in the Private Sector." submitted by Ratna Halder, a 2nd year M.Sc. student in Industrial, Organizational and Management Psychology, Sister Nivedita University, is as bonafied work, which may be placed before the board of examiners for their evaluation. This is in partial fulfillment for the Degree of M.Sc. in industrial, Organizational and Management Psychology, Sister Nivedita University.

This is an original study done by the candidate and has not been submitted by her before any form for any other degree of this University or any other University.

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ABSTRACT

Effective teamwork and employee engagement are critical drivers of organizational success, particularly in the private sector. Organizations increasingly recognize the importance of fostering team effectiveness to enhance discretionary behaviors and work engagement among employees. This study investigates how team effectiveness influences organizational citizenship behavior (OCB) and work engagement, providing insights into the dynamics of team performance and its impact on employee behaviors beyond formal job requirements. A purposive sampling method was used to collect data from 40 participants working in private sector organizations, ensuring that participants had relevant work experience and exposure to team-based environments. Data collection involved questionnaires utilizing the Team Effectiveness Scale (TES), Organizational Citizenship Behavior Scale (OCBS), and Utrecht Work Engagement Scale (UWES). Statistical analysis was conducted using SPSS to examine descriptive statistics, test for normality, evaluate correlations, and perform linear regression analysis. The findings reveal a positive influence of team effectiveness on overall organizational citizenship behavior and work engagement. Specifically, higher team effectiveness is associated with increased employee contributions beyond their formal roles, such as altruism, conscientiousness, and sportsmanship, as well as enhanced levels of vigor and absorption in their work. Linear regression analysis further indicated that team effectiveness significantly predicts both Organizational Citizenship Behavior and work engagement. These results underscore the importance of fostering team effectiveness to cultivate positive employee behaviors and promote a more engaged workforce in private sector organizations. The study contributes to the growing body of knowledge on team dynamics and provides practical implications for designing effective employee engagement strategies.

Keywords: Team Effectiveness, Organizational Citizenship Behavior, Work Engagement, Private Sector Employees.

INTRODUCTION

In today's competitive and fast-paced business environment, the private sector is constantly evolving to address challenges such as rapid technological advancements, globalization, and the need for innovation. To remain competitive, organizations rely heavily on their workforce to not only meet performance goals but also to exhibit behaviors that go beyond formal job requirements and contribute to the overall health and success of the organization. Teams form the backbone of these efforts, serving as essential units that drive collaboration, creativity, and operational efficiency.

This study aims to explore the relationships between **Team Effectiveness**, **Organizational Citizenship Behavior (OCB)**, and **Work Engagement** among employees in the private sector, shedding light on how these variables interact to influence organizational outcomes. The concept of **team effectiveness** has emerged as a critical factor influencing organizational outcomes.

Conceptualizing Team Effectiveness:

Moving beyond individual behavior, this study also examines the role of team effectiveness. In the private sector, where teamwork is often essential for achieving organizational goals, understanding the factors that contribute to effective teams is crucial. **Hackman** proposed a **Five-Factors-Model** of Team Effectiveness, which highlights the **importance of having a real team** with clear boundaries and stable membership, a **compelling direction** to inspire motivation, an **enabling structure** with well-defined roles, a **supportive organizational context** providing resources and recognition, and **expert coaching** to address challenges and improve performance. Effective teams are therefore essential not only for achieving organizational goals but also for fostering positive relationships and personal growth among members. Effective teams serve as the foundation of successful enterprises, particularly in dynamic and fast-paced environments. A critical factor that influences team effectiveness is reflexivity. When team members collectively reflect on their processes and the surrounding work environment, they tend to achieve higher productivity **(Schippers et al., 2007)**. Moreover, teams perform better when individuals are provided with flexibility and autonomy to carry out their tasks **(Peeters et al., 2022)**. Effective teams not only accomplish their objectives but also address the needs of their members, balancing task completion and member well-being (**Manhas & Bakhshi, 2011).** Team Effectiveness: **Nieva, Fleishman and Rieck (1978)** used a motivational approach by defining team effectiveness as "the goal directed behaviors /activities /functions accomplished by the team in performing the task".

Team effectiveness, "is an evaluation of the outcomes of team performance processes relative to some set of criteria. It is a judgment of how well the results of performance meet some set of relatively objective (e.g. metrics of productivity) or subjective (e.g., supervisor or observer ratings) standards". **Salas et al., (2009) p.41**. Team effectiveness referrers to a team's capacity to achieve its goals and objectives leading to enhanced outcomes for team members such as increased satisfaction and a stronger willingness to collaborate. It also encompasses the results generated or influenced by the team. In academic literature team performance is often used interchangeably with team effectiveness (**Arora, Gajendragadkar, & Neelam 2023).**

Two key organizational constructs closely linked to team effectiveness are **Organizational Citizenship Behavior (OCB)** and **Work Engagement**. Contemporary research has expanded upon foundational models, emphasizing the critical role of psychological safety, diversity, and shared leadership in bolstering team effectiveness. **Edmondson's (1999)** work on psychological safety, the shared belief that a team is safe for interpersonal risk- taking, is particularly relevant. This concept aligns closely with the fostering of OCB, as employees are more inclined to engage in voluntary behaviors when they feel secure and supported within their team.

Conceptualizing Organizational Citizenship Behavior (OCB):

Building upon the foundation of team effectiveness, this study also explores Organizational Citizenship Behavior (OCB). The idea of Organizational Citizenship Behaviors (OCB) was initially put forth by **Chester Barnard (1938)** as "the willingness of individuals in organizations to cooperate". He later defined "cooperation as genuine restraint of oneself, actual voluntary service for no reward and even subjection of one's own personal interest for the betterment of the organization". Organizational citizenship behavior (OCB), defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization" (**Organ, 1988, p. 4**). Organizational Citizenship Behavior significantly enhances team performance by creating an environment of mutual trust and cooperation. Employees demonstrating Organizational Citizenship Behavior often serve as role models, encouraging others to go above and beyond their formal duties. This collective effort strengthens team cohesion, adaptability, and resilience, all of which are critical for achieving organizational objectives.

Organ (1988) introduced an expanded framework for Organizational Citizenship Behaviors (OCBs), categorizing them into five key dimensions: **Altruism**, which involves assisting

others with organizational tasks; **Conscientiousness**, a specific form of generalized compliance that exceeds basic job expectations; **Sportsmanship**, defined as avoiding complaints about minor issues; **Courtesy**, which emphasizes consulting others before actions that may affect them; and **Civic Virtue**, reflecting active participation in organizational affairs. This categorization was later refined and applied by **Podsakoff, Mackenzie, Moorman, and Fetter (1990)**. **Williams and Anderson (1991)** further refined the concept of OCB by categorizing OCB based on its target: OCB-Individual (OCBI): Behaviors directed toward other individuals, OCB- Organization (OCBO): Behaviors directed toward the organization as a whole employee in role behavior. **Katz** conceptualized OCB as "innovative and spontaneous behaviors that are not part of the formal job requirements but are essential for organizational effectiveness." **Podsakoff C MacKenzie**, in collaboration with **Organ**, has reinforced the core definition while providing empirical evidence for the impact of OCB on organizational effectiveness.

Conceptualizing Work Engagement:

The third crucial variable in this study is work engagement. **Schaufeli, Salanova, GonzalezRoma, and Bakker (2002)** conceptualized work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. The vigor dimension of work engagement is marked by elevated levels of energy, mental resilience during work, and a strong willingness to invest effort into one's tasks (**Salanova et al.**). Dedication, on the other hand, is described as experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge in one's professional activities (**Salanova et al.**). Absorption involves being fully focused, deeply engrossed, and happy in one's work, where time seems to pass quickly, and it becomes challenging to detach from work (**Salanova et al**.).

Kahn (1990, 1992) described work engagement as a psychological state in which individuals are attentive, connected, integrated, and focused while performing their roles. He suggested that employees' active presence allows them to harness their significant energy and talents to accomplish work-related tasks and objectives. Work engagement is a multidimensional concept encompassing affects, cognitions, and behaviors, viewed through various time perspectives, from stable traits to state-like experiences **(Sonntag et al., 2010)**. **Kahn (1990, 1992)** further explained that work engagement reflects a psychological connection to performing tasks rather than merely an attitude toward the job itself. Additionally engaged employees exhibit excitement about their work (**Bakker, 2009)**, and their enthusiasm motivates them to achieve better performance. According to **Bakker (2009)**, engaged employees perform better than their non-engaged counterparts because they experience positive emotions such as joy,

happiness, and enthusiasm, maintain both psychological and physical well-being, actively develop their own job & Personal resources (e.g., support from colleagues) , and inspire others by transferring their engagement. **Rich et al. (2010)** also explained that engaged employees are more focused and attentive to their responsibilities and emotionally invested in their role-related tasks compared to those who are less engaged.

The private sector, with its emphasis on efficiency and innovation, offers a distinctive environment to investigate the relationships between team effectiveness, OCB, and work engagement. This research aims to examine how team effectiveness influences these factors, delivering practical insights to improve organizational outcomes and foster a robust workforce.

The Dynamics of Variables:

This study suggests that team effectiveness acts as a driving force for both OCB and work engagement. High-performing teams create conditions that inspire employees to go beyond their prescribed roles and actively engage in their tasks. Moreover, OCB and work engagement are believed to have a reciprocal relationship, where engaged employees are more inclined to demonstrate OCB, and those displaying OCB are more likely to remain engaged. The private sector presents a distinctive platform for studying these interactions, given its focus on productivity and teamwork. By delving into these relationships within the private sector, this research intends to address key gaps and provide valuable recommendations for developing strong and effective organizations.

LITERATURE REVIEW

To provide a robust foundation for this research, a comprehensive literature review has been undertaken. This review aims to explore existing studies on team effectiveness, organizational citizenship behavior, and work engagement, and to understand the nature of their connections. By analyzing prior work, especially within the private sector context, this review serves to justify the need for the present study and to inform the design of a rigorous research methodology.

The relationship between **OCB** and **team effectiveness** is not always straightforward and can be influenced by contextual factors. **Ren-Tao Miao** and **Heung-Gil Kim (2009)** investigated this relationship in Chinese manufacturing companies. Their study, **"The Impact of Organizational Citizenship Behavior on Team Effectiveness in China: The Moderating Role of Task Complexity"** involving a survey of 249 employees from 31 companies, revealed that OCB exhibited by employees towards themselves, their group, and the organization was positively linked to job satisfaction. Furthermore, OCB focused on the group and the organization was also positively associated with team performance. However, Miao and Kim (2009) went further to explore the influence of task complexity, a factor not always considered in OCB research. They found that the relationship between organization-directed OCB and both job satisfaction and team performance was moderated by task complexity, suggesting that OCB may be particularly crucial for team success in more challenging work environments. This finding adds a nuanced perspective to the understanding of OCB's role in teams, indicating that its importance may vary depending on the nature of the tasks involved.

Khadija Zahid, Bushra Nazir, and **Adnan Riaz (2010)** in their paper **"Impact of Organizational Citizenship Behavior and Workplace Deviant Behavior on Team Effectiveness"** investigated the influence of **organizational citizenship behavior (OCB)** and workplace deviant behavior (WDB) on **team effectiveness** within the public sector of Pakistan. The study addressed the concern that the public sector in developing countries is often perceived as less efficient than the private sector and sought to explore whether OCB and WDB contribute to this issue. The research used data from public sector employees, with measures of WDB and OCB obtained from staff and performance ratings provided by supervisors. The key findings of Zahid, Nazir, and Riaz (2019) highlighted that workplace deviant behavior (WDB) was negatively related to team effectiveness. However, the study emphasized that organizational citizenship behavior (OCB) contributes to team effectiveness

beyond the level achieved by simply reducing WDB. This suggests that fostering positive behaviors is more crucial for enhancing team effectiveness than merely suppressing negative behaviors. The authors concluded that while deviant employees negatively impact business unit performance, the presence of OCB strongly encourages and positively contributes to overall business performance.

Bright Mahembe (2010), in **"The relationship between servant leadership, team commitment, team citizenship behaviour and team effectiveness: An exploratory study"**, explored the relationships between servant leadership, team commitment, team citizenship behavior, and **team effectiveness**, noting the significant evolution of the workforce and the increased use of teams in organizations seeking competitive advantage. The study emphasizes the crucial role of leadership in team dynamics, its survival, and ultimate success, positioning servant leadership—a leadership style focused on serving others—as potentially influential in enhancing team outcomes. Mahembe's research sought to provide insights into how servant leadership might foster positive team behaviors and improve overall team effectiveness within this evolving work landscape. Mahembe (2010) found that servant leadership positively relates to team commitment, team citizenship behavior, and team effectiveness. Specifically, the study revealed that servant leadership explains a significant portion of the variance in team effectiveness, even when accounting for the influence of team commitment and team citizenship behavior. This suggests that servant leadership plays a vital and distinct role in shaping positive team dynamics and outcomes. The research highlights the potential of servant leadership to cultivate greater team commitment, encourage team members to engage in citizenship behaviors, and ultimately enhance team effectiveness

Manhas and Bakhshi (2011), in their paper **"Relating Occupational Self Efficacy to Team Effectiveness," e**xplore the connection between an individual's belief in their capabilities and the effectiveness of teams, acknowledging the increasing prevalence of teamwork in organizations. The authors highlight that organizations have been moving away from traditional hierarchical structures, with "team leaders" often replacing "supervisors". They emphasize that when employees feel valued and perceive their contributions as significant, their motivation and morale are likely to improve. Manhas and Bakhshi (2012) found that there is a statistically significant difference in team effectiveness when considering gender. Their research also indicated a positive correlation between team effectiveness and occupational self-efficacy. Furthermore, occupational self-efficacy and work experience were shown to have a significant impact on how team effectiveness is perceived. The relationship between self-esteem and team effectiveness was also examined, revealing a gender difference:

for men, a high correlation was observed between self-esteem and team effectiveness, but for women, no such correlation was found.

Sharma, Bajpai, and Holani (2011), in their paper **"Organizational Citizenship Behavior in Public and Private Sector and Its Impact on Job Satisfaction: A Comparative Study in Indian Perspective,"** explore the concept of organizational citizenship behavior (OCB) and its relevance in Indian organizations. The study aims to analyze the differences in OCB between public and private sector organizations and examine the impact of OCB on job satisfaction. The authors specifically hypothesize a significant difference in the degree of OCB exhibited by employees across these two sectors. Sharma, Bajpai, and Holani (2011) collected data from 200 employees in public and private sector organizations, including both managerial and non-managerial staff. The research measured OCB and job satisfaction, employing statistical analysis to compare the two sectors. The study found a statistically significant difference in the levels of organizational citizenship behavior (OCB) exhibited by employees in public versus private sector organizations in India. Specifically, employees working in public sector organizations demonstrated a higher degree of OCB compared to their counterparts in private sector organizations. The research also established a clear relationship between OCB and job satisfaction. The findings indicate that job satisfaction among employees tends to fluctuate in direct relation to OCB levels. In other words, as OCB increases, job satisfaction also tends to increase, and vice versa. The authors suggest that their findings highlight the potential for OCB to serve as a catalyst for enhancing employees' job satisfaction.

Verma, Rangnekar, and Barua (2012), in their paper **"Team Effectiveness in Indian Organizations: A Comparative Analysis of Public and Private Sector,"** aimed to determine the difference in **team effectiveness** between Indian **public** and **private** sector organizations. The study also explored the differences in team effectiveness between small and large teams. The authors measured team functioning and team empowerment. Verma, Rangnekar, and Barua (2012) gathered data from 88 teams (37 from the public sector and 51 from the private sector) in Indian manufacturing organizations using the Team Effectiveness Assessment Measure (TEAM). The dimensions measured included cohesion, confrontation, collaboration, task clarity, autonomy, support, and accountability. The findings indicated that public sector teams showed higher cohesion, confrontation, and overall team functioning, while private sector teams showed higher scores in other factors. However, the differences in team effectiveness factors and dimensions across sectors and teams of varied sizes were not statistically significant.

The study conducted by **Kataria, Garg,** and **Rastogi (2013)** in their paper **"Employee Engagement and Organizational Effectiveness: The Role of Organizational Citizenship Behavior"** investigates the pathways through which organizations can enhance their overall effectiveness by leveraging the contributions of their employees. The authors emphasize that in today's dynamic work environment, organizational success is increasingly dependent on employees demonstrating behaviors that extend beyond their defined roles. The research specifically examines how **employee engagement** fosters **organizational citizenship behavior (OCB),** which in turn plays a crucial role in achieving organizational effectiveness. Drawing upon existing literature, Kataria, Garg, and Rastogi (2019) propose that engaged employees are more likely to exhibit OCB, such as helping new colleagues, supporting coworkers with heavy workloads, and spreading positive emotions, all of which contribute to **team effectiveness.** Ultimately, the authors suggest that by cultivating employee engagement through effective HR practices, organizations can foster a workforce that is not only productive in their assigned tasks but also actively contributes to a positive and efficient team environment, leading to greater organizational effectiveness.

Manas Kumar Sanyal and **Soma Bose Biswas (2014**) in **"Linkage Between Effectiveness of Project Team and Employee Engagement: Mediating Role of Innovative Work Culture in Some Selected IT Companies in West Bengal (India),"** address the increasing importance of knowledge management in a highly competitive and rapidly changing market. They highlight that contented, committed, and loyal project teams are invaluable assets for companies, and that a blend of personnel with subject matter experts, project managers, and team leaders can ensure a competitive advantage. The paper emphasizes that transformational leadership, cohesiveness, and continuous information sharing foster individual growth, while healthy competition within the group also plays a role. The study explores the significant connections between empowerment, reward systems, **team effectiveness,** an innovation-oriented culture, and **employee engagement**. It also identifies innovation-oriented culture and team effectiveness as having a substantial positive effect on employee trust. The authors note that respondents from companies of all sizes expressed concerns about feedback systems the role of supervisors in team management, and biases in reward and training recommendations.

In the study conducted by **Bright Mahembe** and **Amos S. Engelbrecht (2014**), the research explores **“The relationship between servant leadership, organisational citizenship behaviour and team effectiveness”** within South African schools. The study involved 288 teachers from 38 schools in the Western Cape of South Africa. The findings indicated positive connections between servant leadership, **team effectiveness,** and **organizational citizenship**

behavior. Questionnaires measuring team effectiveness and servant leadership showed strong consistency, while the organizational citizenship behavior scale demonstrated moderate consistency. The researchers also found a good fit for the statistical models used to analyze these relationships. Overall, the study suggests that servant leadership by school principals is associated with organizational citizenship behavior and effective teamwork.

Yasin Rofcanin and **Jakob Stollberger (2016)** in **"Team work engagement and effectiveness: Exploring the role of task and outcome interdependence"** contribute to the understanding of team dynamics by exploring team **work engagement** as a shared state of well-being, including team vigor, dedication, and absorption. The study, drawing on team effectiveness theory and the IMOI model, examined the relationship between team social exchange and team **work engagement**, proposing that higher social exchange predicts innovative work behaviors and performance. The research further investigated how task and outcome interdependence moderate the relationships between team social exchange, team work engagement, and team effectiveness. Using longitudinal data from 72 teams, the study confirmed the positive links between team social exchange and team work engagement, and the predictive power of team work engagement on team performance and innovation. The findings also supported the moderating effects of task and outcome interdependence, highlighting the importance of team context for engagement and effectiveness.

Lekshmi V Nair (2018), in their paper **"Team Effectiveness: A Study on Teachers in Higher Educational Institutions in Kerala,"** investigates team effectiveness within the context of Higher Educational Institutions (HEIs) in South India. The research addresses the apparent disparity between the emphasis on teamwork in industrial organizations and its relative neglect in HEIs. The study aimed to explore team effectiveness among teachers in Kerala's HEIs, employing a multi-stage sampling method and a mixed-method approach, which involved selecting HEIs and teachers from various universities in the region. Nair (2018) utilized the Team Effectiveness framework proposed by Udai Pareek (2002), defining team effectiveness across two dimensions: Team Empowerment (task-specific strategies and processes) and Team Functioning (the social experience). Team Empowerment was measured through sub-dimensions such as task clarity, autonomy, support, and accountability. Team Functioning was assessed using cohesion, confrontation, and collaboration. The study's findings revealed variations in the sub-dimensions of task clarity, support, accountability, cohesion, confrontation, and collaboration across the different types of institutions examined.

Rizwan Ullah, Sajid Rahman Khattak, and Shams ur Rahman (2018) in their paper **"The Buffering Effect of Teamwork Effectiveness on the Relationship between Employee Work**

Engagement and Behavioral Outcomes" examined the impact of teamwork effectiveness on the relationship between employee work engagement and negative behavioral outcomes. The authors aimed to investigate whether teamwork effectiveness moderates the relationship between employee work engagement and outcomes such as deviant behavior, absenteeism, and turnover intentions. The study revealed a negative significant relationship between employee work engagement and behavioral outcomes. It also found that teamwork effectiveness moderates the relationship between work engagement and these negative behavioral outcomes. The authors concluded that teamwork effectiveness plays a crucial role in mitigating the adverse effects of low employee work engagement on organizational behavior.

Sreenivasan Jayashree, C.A. Malarvizhi, Mohammad Nurul Hassan Reza, and **Shalini Baskiran (2019)** in their paper **"Examining the Effectiveness of Teamwork in Work Engagement among Gen Y-A Conceptual Framework**" address the growing concern among organizations about managing the influx of Gen Y employees into the workforce, a generation often characterized by job-hopping and questionable organizational loyalty. The authors explore teamwork as a critical success factor influencing work engagement among Gen Y employees, acknowledging that high attrition rates within this generation are a significant challenge for many organizations. The study highlights that organizations are keen to find ways to effectively manage Gen Y employees. The research methodology involved a literature review and questionnaire-based data collection, with statistical analysis of the results. The study's findings indicate a significant positive relationship between teamwork, work engagement, and Industry 4.0 (IR 4.0). The authors suggest that organizations can utilize these findings to better understand how teamwork affects Gen Y's work engagement, which can inform strategies to improve retention and facilitate the transition into Industry 4.0. They also point out that since Gen Y employees are familiar with rapid online responses, organizations should enhance engagement and interaction to support their development. The practical implications of the study will be useful for the organization to address and examine the effect of teamwork that influences work engagement to reduce high turnover among Gen Y employees.

Indranil Bose (2019) in **"Team Effectiveness, Innovative Work Culture and Employee Engagement in Selected Information Technology Companies in Kolkata, India: A Study"** examines the crucial role of knowledge management in today's rapidly evolving and competitive market. The study emphasizes that content, committed, and loyal project teams are invaluable assets for companies. Bose highlights that a combination of subject matter experts, project managers, and team leaders gives companies a competitive edge. Factors such

as transformational leadership, team cohesiveness, and continuous information sharing contribute to individual growth, while internal competition and organizational politics can lead to dissatisfaction and poor performance. Bose (2021) explores how **team effectiveness influences employee engagement,** with innovative organizational culture acting as a mediating factor. The research indicates that empowerment in decision-making and team reward systems positively affect team effectiveness. The study further investigates the impact of project teams on employee appreciation, task autonomy within the organization, and their overall effect on employee engagement.

Vivi Gusrini Rahmadani, Wilmar B. Schaufeli, Jeroen Stouten, Zhenduo Zhang, and Zulkarnain Zulkarnain (2020) in their paper **"Engaging Leadership and Its Implication for Work Engagement and Job Outcomes at the Individual and Team Level: A Multi-Level Longitudinal Study"** examined how engaging leadership, as perceived by employees, influences job outcomes at both individual and team levels, mediated by work engagement. The authors introduced the concept of engaging leadership, defining it as a specific leadership style that fosters work engagement. The study explored job outcome indicators such as team performance, learning, and innovation at the team level, and individual job performance, employee learning, and innovative work behavior at the individual level. The findings of this longitudinal study, conducted among 224 blue-collar employees in 54 teams within an Indonesian agricultural company, demonstrated that engaging leadership at the team level predicts team learning and innovation through team work engagement. Additionally, engaging leadership at the team level predicted individual job performance via team work engagement and also predicted individual job performance, employee learning, and innovative work behavior through individual work engagement.

The COVID-19 pandemic and the subsequent lockdowns imposed globally have created unprecedented challenges for organizations and their employees. In this context, **Koekemoer, De Beer, Govender,** and **Brouwers (2021)** conducted an exploratory study in South Africa to examine key factors influencing employee outcomes during a 'hard lockdown.' Recognizing the dearth of research on leadership, motivation, and performance during pandemics, the authors specifically investigated a model encompassing leadership behavior, **team effectiveness**, technological flexibility, **work engagement,** and performance. Koekemoer et al. (2021) aimed to understand how these constructs were interrelated during a crisis situation that necessitated rapid adaptation and reliance on technology. Their focus on 'technological flexibility' is particularly relevant, acknowledging the increased dependence on digital tools for communication, collaboration, and work continuity during lockdowns. The study's

emphasis on work engagement is also noteworthy, as maintaining employee motivation and involvement is crucial for productivity and well-being during periods of uncertainty and disruption. The findings of Koekemoer et al. (2021) offer valuable insights into the dynamics of leadership, teamwork, and employee performance under extreme conditions. Their research highlights the importance of considering the interplay of technological factors with traditional organizational behavior concepts. This study contributes to the growing body of knowledge on crisis management and organizational resilience, providing a foundation for future research and practical interventions aimed at supporting employees and organizations during similar events.

In the study **"Organizational citizenship behavior and team effectiveness in service industry: a moderated mediation model"** by **khaliqur Rehman Ansari** and **Rajesh Kumar Upadhyay (2021)** investigated the relationships between **organizational citizenship behavior (OCB), team effectiveness (TE)**, employee motivation (EM), and employee retention (ER) within the service sector. The research, conducted in the Uttarakhand state of India, collected data from employees across various service organizations, including educational institutions, banking, and insurance companies. The findings revealed that OCB had a positive impact on team effectiveness, and this relationship was partially mediated by employee motivation. Furthermore, employee retention was found to moderate the relationship between employee motivation and team effectiveness. This research contributes to the existing literature the existing literature by examining the interplay of OCB, team effectiveness, and employee retention through the lens of employee motivation in the service industry, offering both theoretical and practical implications based on these findings.

Greta Mazzetti and **Wilmar B. Schaufeli (2022)** investigated how engaging leadership influences employee **work engagement** and **team effectiveness.** They argued that much of the existing leadership research lacks grounding in psychological theories of motivation and often examines either individual or organizational levels, but not both. To address this, the authors explored the mediating roles of individual resources (optimism, resilience, self-efficacy, and flexibility) and team resources in these relationships. The study employed a longitudinal, multi-level design, collecting data from 1,048 employees in 90 work teams at two time points. Their findings, derived from Multilevel Structural Equation Modeling, revealed that individual perceptions of engaging leadership at Time 1 positively influenced work engagement at Time 2, and this relationship was partially mediated by employees' personal resources. Furthermore, the study found that shared perceptions of engaging leadership among team members at Time 1 led to greater team effectiveness at Time 2. This

relationship was fully mediated by the team's resources. In essence, Mazzetti and Schaufeli (2021) demonstrated that engaging leadership fosters both individual work engagement and team effectiveness through the development of resources at both the individual and team levels. Their research highlights the importance of considering both individual and team-level factors when examining the impact of leadership on organizational outcomes.

Olivia Robertson (2022) in her dissertation, **"Autonomous Choice in the Work Environment and the Effects Observed on Employee Engagement, Employee Motivation, and Team Effectiveness,"** addresses the challenges organizations faced during the COVID-19 pandemic in maintaining key workforce elements such as employee engagement, motivation, and **team effectiveness,** amidst rising turnover rates. The research explores the role of autonomy of choice in the work environment in influencing these factors, particularly within a remote work context. Robertson's study adopts a quantitative approach, employing various analyses of variance and correlations to examine the relationships between autonomy of choice and the three main outcome variables. The findings of Robertson's (2022) research indicate that the presence of autonomy of choice regarding the work environment was significantly related to employee engagement and employee motivation. However, it was not found to have a significant relationship with team effectiveness. Interestingly, the desire for autonomous choice in the work environment was significantly related to favorable outcomes for employee motivation and team effectiveness, although not for employee engagement. The study also explored whether the alignment between ideal and actual work conditions influenced the outcome variables, but no significant differences were observed. Furthermore, Robertson's analysis revealed that different team structures were related to varying levels of team effectiveness. Overall, the study suggests that autonomy of choice is a relevant factor in predicting employee engagement, employee motivation, and team effectiveness.

In **"A study of Employee Engagement Practices and its Impact on Team Effectiveness in the context of Virtual and collaborative Workplace,"** S**. Majumder** and **M. Kunte (November 2022)** address the increasing significance of virtual teams in the modern work environment, particularly highlighted by the rise of the Gig Economy and global disruptions. The study aims to identify the challenges faced by these virtual teams and to investigate the impact of **employee engagement practices** on their performance and **team effectiveness**. The authors emphasize the need for organizations to adapt and develop new competencies for managing a remote workforce effectively, underscoring the importance of a robust performance management system tailored for virtual work. The research methodology

employed a stratified sampling method, categorizing respondents primarily by gender to ensure a diverse sample from organizations where remote work is feasible. Data was collected through questionnaires and analyzed in three phases using factor analysis to identify key independent variables. Subsequently, linear regression analysis was conducted to determine the relationship between these variables and team effectiveness in virtual settings. The expected outcome of the research is to pinpoint the challenges encountered by virtual teams and the factors influencing their performance, ultimately leading to recommendations for practical and virtually implementable employee engagement practices. The study's originality lies in its methodological approach to identify factors impacting virtual team performance and its in-depth analysis to inform the design of effective employee engagement strategies for virtual workforces.

P. Annand Kumar and **S. Brindha (2023)** in their chapter, **"The Collaborative Edge: Understanding the Impact of Organisational Citizenship Behaviour on Team Effectiveness among IT Employees at Coimbatore District,"** address the critical role of effective teamwork within the demanding IT sector and the difficulties in establishing genuine collaboration. The study emphasizes the importance of **organizational citizenship behavior (OCB),** defined as employees' discretionary actions beyond their formal duties, in fostering collaboration and enhancing **team effectiveness**. It notes that OCB includes behaviors like helping colleagues, volunteering, suggesting improvements, and demonstrating commitment, all of which contribute to improved team performance, job satisfaction, and organizational commitment. The research dynamics, knowledge sharing, innovation, and conflict management within IT teams in the Coimbatore district of India, a region with a growing IT presence. The study employed a descriptive research design with a questionnaire-based survey of 128 IT employees. The findings highlight OCB's crucial role in enhancing team effectiveness, with 'Recognized contributions' and 'Autonomy and empowerment' being particularly significant. The authors recommend prioritizing a psychologically safe work environment, recognizing employee contributions, promoting autonomy, and improving communication and problem-solving skills to foster collaboration and improve team effectiveness within IT teams.

In the study "**The Relationships Between Organizational Citizenship Behavior, Affective Commitment and Team Effectiveness in A Non-Profit Organization"** by **Siti Norain Binti Abd Samad, Ridhawati Zakaria, Norashikin Hussein, Noor Azura Dahalan, and Dayan Nailul Munna Abg Abdullah (2024),** the authors explored the relationships between **organizational citizenship behavior (OCB)**, affective commitment, and **team effectiveness**

within a non-profit organization. The authors emphasize that non-profit organizations are crucial in fostering healthy communities by delivering essential services that contribute to economic stability and mobility. However, the effectiveness of these organizations is strongly linked to the positive and engaged behavior of their employees. These organizations often face challenges related to staffing and resource management, which can hinder their performance and funding. Consequently, the authors identify team effectiveness and organizational citizenship behavior as essential for the success of non-profits. This study specifically investigates the relationships between OCB, affective commitment, and team effectiveness within a non-profit organization. The findings of Abd Samad et al. (2024) indicate that conscientiousness, courtesy, and civic virtue are the dimensions of OCB that positively influence team effectiveness, while altruism and sportsmanship did not show a significant impact in the non-profit context. Conscientious employees, who are diligent and responsible, along with those who exhibit courtesy by being considerate and communicative, and those who actively participate in organizational activities, contribute meaningfully to team success. Furthermore, affective commitment, or employees' emotional attachment and identification with the organization, was also found to enhance team effectiveness, highlighting the role of engaged and committed workforce in driving positive outcomes.

METHODOLOGY

Statement of the problem - "Exploring the impact of Team Effectiveness on Organizational Citizenship Behavior & Work Engagement among Employees Working in the Private Sector."

Defining the IV & DV

Independent Variable: Team Effectiveness

Team effectiveness refers to a group's ability to achieve its goals and objectives by collaborating effectively, leveraging complementary skills, and cultivating a positive and supportive environment. This ability enhances outcomes, including member satisfaction and the successful attainment of shared goals.

In the context of this research, team effectiveness is analyzed as the primary factor (IV) influencing two outcomes: Organizational Citizenship Behavior (OCB) and Work Engagement.

Dependent Variable: 1. **Organizational Citizenship Behavior (OCB) 2. Work Engagement.**

1. Organizational Citizenship Behavior (OCB) refers to positive, constructive, and discretionary actions by employees that go beyond their formal job requirements, promoting the effective functioning of the organization. It is often described as "going above and beyond" what is expected.

2. Work engagement signifies a state of being energized, enthusiastic, and deeply absorbed in one's work. This fosters a stronger connection and commitment to the job and the organization, which drive the focus and involvement in achieving organizational goals.

The study examines how team effectiveness predicts work engagement and OCB by collaborative environment that boosts energy, enthusiasm & extra-role behaviors.

Objectives

- To examine the relationship between Team Effectiveness and Organizational Citizenship Behavior (OCB) among employees working in the private sector.
- To examine the relationship between team effectiveness and work engagement among employees working in the private sector.
- To predict the role of Team Effectiveness on Organizational Citizenship Behavior (OCB) among employees working in the private sector.

- To predict the role of Team Effectiveness on work Engagement among employees working in the private sector.

Hypotheses

- $H0_1$: There is no significant relationship between Team Effectiveness & Organizational Citizenship Behavior (OCB) among employees working in the private sector.
- $H0_2$: There is no significant relationship between team effectiveness and work engagement among employees working in the private sector.
- $H0_3$: Team Effectiveness does not predict Organizational Citizenship Behavior (OCB) among employees working in the private sector.
- $H0_4$: Team Effectiveness does not predict Work Engagement among employees working in the private sector.

Sample

A sample refers to a group of individuals selected to represent the population following a defined method or criteria.

In the present study, a purposive sampling method was employed to select participants. Purposive sampling is a non-probability sampling technique where individuals are chosen based on specific characteristics relevant to the research objectives. The sample comprises 40 employees from the private sector ensuring participants have relevant work experience and exposure to team-based environments. The age range of the participants spans from 25 to 40 years, representing diverse backgrounds, job roles, and tenure within their respective organizations. This approach ensures that the sample adequately reflects the population under study, facilitating meaningful insights into the relationship between team effectiveness, organizational citizenship behavior (OCB), and work engagement.

1. **Inclusion Criteria of the sample:**
   - Participants must be employed in the private sector.
   - Individuals currently employed in roles involving teamwork and collaboration, such as IT professionals, or support teams.
   - A minimum educational qualification of a graduate degree (e.g., Bachelor's degree or equivalent).
   - Employees with at least 1 year of work experience in their current organization to ensure familiarity with team dynamics.
   - Adults aged 25–40 years, representing a key demographic of working professionals.

- Participants who have given informed consent to be part of the study.

2. **Exclusion Criteria of the sample:**

- Individuals employed in public sector organizations or government sector.
- Employees without a graduate degree or equivalent qualification.
- Freelancers, part-time staff, or those not working in structured teams.
- Employees with less than 1 year of experience in their current organization.
- Individuals younger than 25 or older than 40 years are excluded.
- Individuals who decline to give informed consent or withdraw during the study.

Research Design

The research design is a structured blueprint that outlines procedures for testing hypotheses and analyzing collected data, ensuring reliable and valid findings.

This study adopts a correlational research design to investigate the relationship between team effectiveness, organizational citizenship behavior (OCB), and work engagement among employees in the private sector. By utilizing standardized instruments such as the Team Effectiveness Questionnaire, Organizational Citizenship Behavior Scale, and Utrecht Work Engagement Scale (UWES), the study ensures reliable and valid measurement of these constructs, by maintaining participant confidentiality and ethical standards throughout the process.

Tools

Team Effectiveness Scale: -

Team Effectiveness Scale by Upinder Dhar and Santosh Dhar (2001). This scale consists of 20 items. The reliability and validity of the scale is 0.91 and 0.95 respectively. Each item is scored on five points ranging which is 5,4,3,2 and1 respectively, was assigned for the choices like-always, frequently, sometimes, rarely & never. The maximum and minimum scores possible being 100 and 20. There are three factors of team effectiveness dependability, cooperation and sharing.

Organizational Citizenship Behavior Scale: -

This organizational citizenship behavior measure was developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990). The measure uses 24 items to describe five dimensions of

organizational citizenship behavior. These dimensions are altruism (five items), conscientiousness (five items), sportsmanship (five items), courtesy (five items), and civic virtue (four items). Coefficient alpha values ranged from .67 to .91 for altruism, .76 to .89 for sportsmanship, .69 to .86 for courtesy, and .66 to .90 for civic virtue. Alpha for conscientiousness was .79. Coefficient alpha for the single Organizational Citizenship Behavior scale was .94.

UTRECHT WORK ENGAGEMENT SCALE (UWES) :-

UTRECHT WORK ENGAGEMENT SCALE (UWES) was developed by Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). Originally, the UWES included 24 items of which the vigor-items (9) and the dedication-items (8) for a large part consisted of positively rephrased MBI-items. For instance, ''When I get up in the morning, I feel like going to work'' (vigor) versus ''I feel tired when I get up in the morning and have to face another day on the job'' (exhaustion) and ''I am enthusiastic about my job'' (dedication) versus ''I have become less enthusiastic about my work'' (cynicism). These reformulated MBI-items were supplemented by original vigor and dedication items, as well as with new absorption items to constitute the UWES-24. After psychometric evaluation in two different samples of employees and students, 7 items appeared to be unsound and were therefore eliminated so that 17 items remained: 6 vigor items, 5 dedication items, and 6 absorption items. The internal consistency of the three scales of the UWES is good. That is, in all cases values of Cronbach's are equal to or exceed the critical value of .70 (Nunnaly & Bernstein, 1984). Usually, a value of Cronbach's for the scales range between .80 and .90.

Procedure: -

The Team Effectiveness Scale, the Organizational Citizenship Behaviors Scale (24 items), and the Utrecht Work Engagement Scale-17 (UWES-17) were selected to measure the participants' team dynamics, voluntary organizational behaviors, and work engagement, respectively. A structured research design was constructed to guide the entire research process. Data collection involved printing a data sheet for each participant, which was distributed during the study. Participants were chosen based on their eligibility as per the inclusion criteria. Clear instructions were provided to all participants, and any additional questions were addressed to ensure clarity and accuracy. Responses were collected systematically for analysis.

Statistical Analysis

- The data was analyzed using IBM SPSS software to explore the relationships between team effectiveness, organizational citizenship behaviors, and work engagement.
- The Shapiro-Wilk test was conducted to assess the normality of the data distribution.
- Descriptive statistics, including mean and standard deviation, were calculated to summarize the central tendencies and variability of the data across all scales and subscales.
- Pearson Correlation was applied to examine the relationships between subscales of team effectiveness, organizational citizenship behaviors, and work engagement.
- Simple Linear Regression analysis was performed for variables with statistically significant Pearson correlations to further evaluate the predictive relationships between team effectiveness and organizational citizenship behaviors on work engagement scales.

RESULT & DISCUSSION

The results obtained on the basis of data collected and their interpretation would be presented in this section.

Table 1: - General characteristics of the sample

Characteristics	Description
No of participants	40
Age	25- 40 years
Gender	Male and Female
Location	Kolkata, West Bengal
Qualification	Graduation and above
Occupation	Employees in the private sector

Table 2: - Descriptive Statistics Data for Correlation

Descriptive Statistics

Scales	Sub-scales	N	Mean	Std. Deviation
Team Effectiveness Scale	DEPENDABILITY	40	25.90	4.945
	CO-OPERATION	40	22.13	3.943
	SHARING	40	27.97	3.759
	TOTAL TES SCORE	40	76.00	10.987
Organizational Citizenship Behavior Scale	ALTRUISM	40	28.72	3.154
	CONSCIENTIOUSNESS	40	29.03	3.431
	SPORTSMANSHIP	40	25.30	5.871
	COURTESY	40	28.95	3.974
	CIVIC VIRTUE	40	22.47	4.443
	TOTAL OCBS SCORE	40	134.23	12.775
Utrecht Work Engagement Scale	VIGOR	40	26.40	4.929
	DEDICATION	40	24.85	2.896
	ABSORPTION	40	26.47	4.646
	TOTAL UWES SCORE	40	77.70	10.321

This study examines three key dimensions of organizational behavior: team effectiveness,

organizational citizenship behavior, **and work engagement**, as measured by the Team Effectiveness Scale (TES), Organizational Citizenship Behavior Scale (OCBS), and Utrecht Work Engagement Scale (UWES). A total of **40** participants took part in the study, providing data across various sub-scales for each dimension. The findings are summarized below, with insights from Table 2.

Team effectiveness reflects how well a team can attain its goals and objectives through teamwork. It encompasses not just task accomplishment, but also the contentment and health of team members, alongside the team's sustained ability to perform well. The Team Effectiveness Scale evaluates team dynamics through three sub-Scales: - **Dependability**, **Co-operation**, and **Sharing**. According to the data of individuals as shown in Table 2, In case of **Dependability**, this sub-scale measures how reliable team members are in fulfilling their roles and responsibilities. The mean score of 25.90, which is slightly above the minimum score, indicates low levels of reliability among team members. The standard deviation of 4.945 suggests moderate variability in responses. Dependability appears to need significant improvement. In case of **Co-operation**, this sub-scale assesses collaboration within teams. The mean score is 22.13, which is near the lower end of the scale. This indicates that Co-operation is a weak area for the teams evaluated. The standard deviation of 3.943 shows slightly less variability compared to Dependability. In case of **Sharing**, Sharing refers to the openness and willingness of team members to share resources and ideas. This sub-scale has the highest mean score of 27.97 & standard deviation is 3.759 among the three dimensions, indicating that sharing behavior is a relative strength among teams. While still below the midpoint of the scale, the low variability suggests that most participants are consistent in their responses. The **Total** mean score for Team Effectiveness Scale is 76.00, which, indicates overall moderate effectiveness. The standard deviation of 10.987 highlights significant variability across teams, showing that some teams are more effective while others are struggling.

Organizational Citizenship Behavior (OCB) encompasses voluntary actions by employees that support the organization and exceed their formal job responsibilities. While these behaviors are not officially rewarded, they play a crucial role in enhancing workplace effectiveness and fostering a positive organizational environment. The Organizational Citizenship Behavior Scale (OCBS) evaluates voluntary, extra-role behaviors that enhance organizational functioning. The scale comprises five sub-scales: **Altruism**, **Conscientiousness**, **Sportsmanship**, **Courtesy**, and **Civic Virtue**. In case of **Altruism**, this sub-scale measures the willingness to assist others in the workplace. The mean score is 28.72

& standard deviation is 3.154, which is slightly above the lower end of the range, indicating limited altruistic behavior among participants. The low standard deviation suggests consistent responses across the group. In case of **Conscientiousness,** this sub-scale assesses diligence and responsibility beyond formal job requirements. The mean score is 29.03 & Standard deviation is 3.431, reflecting a marginally low level of conscientiousness. Participants demonstrate low consistency in their responses. In case of **Sportsmanship**, refers to maintaining a positive attitude and refraining from complaints about minor inconveniences. The mean score is 25.30 & standard deviation is 5.871, making it the lowest among all sub-scales and just above the minimum possible score. The standard deviation indicates significant variability in participants' ability to exhibit this behavior. Next is **Courtesy,** Courtesy evaluates behaviors aimed at preventing work-related conflicts. The mean score of 28.95 & standard deviation is 3.974, suggests moderate courteous behavior, with a relatively consistent pattern across participants. In case of **Civic Virtue**, This sub-scale measures active and responsible participation in organizational governance. The mean score is 22.47 Standard deviation is 4.443, which falls below the scale range (24-168) This highlights a critical area for improvement in promoting engagement with broader organizational matters. Lastly The Total **mean score** for Organizational Citizenship Behavior is 134.23 & standard deviation is 12.775, reflects a moderate level of organizational citizenship behavior. While behaviors like Altruism and Conscientiousness are relatively stronger, the low scores in Sportsmanship and Civic Virtue emphasize the need for targeted interventions.

Work Engagement refers to individuals feeling deeply involved in their work, experiencing a state of flow, and gaining intrinsic satisfaction from their tasks and workplace. It represents a positive mindset that enhances job performance, minimizes burnout, and promotes overall well-being among employees. The Utrecht Work Engagement Scale (UWES) measures employee engagement across three dimensions: Vigor, Dedication, and Absorption. In case of Vigor, this sub-scale assesses the energy and enthusiasm participants bring to their work. The mean score is 26.40 & Standard deviation is 4.929, which is slightly above the lower end of the scale, indicating low levels of energy and resilience among participants. The moderate standard deviation suggests variability in responses, with some participants showing more vigor than others. In case of Dedication, Dedication evaluates the extent to which participants feel pride, inspiration, and meaning in their work. The mean score is 24.85 & Standard deviation is 2.896, making it the lowest-scoring sub-scale. While the low standard deviation reflects consistent responses across participants, the score indicates a lack of strong dedication to work. Next is Absorption, Absorption captures the degree to which participants are

immersed in their work activities. With a mean score of 26.47 & Standard Deviation is 4.646, this sub-scale also reflects low-to-moderate engagement levels. Overall work engagement: The total mean score of 77.70 & Standard Deviation is 10.321, indicates moderate work engagement. The relatively low scores in Dedication and Vigor suggest that participants may lack strong emotional and physical involvement in their work.

Table 3: - **Test of Normality** (Shapiro-Wilk Normality Test) N=40

Test of Normality

Scales	Sig.	Remarks
DEPENDABILITY (TES)	.077	Normal distribution
CO-OPERATION (TES)	.564	Normal distribution
SHARING (TES)	.109	Normal distribution
TOTAL TES	.134	Normal distribution
ALTRUISM (OCBS)	.082	Normal distribution
CONSCIENTIOUSNESS (OCBS)	.303	Normal distribution
SPORTSMANSHIP (OCBS)	.038	Non-normal distribution
COURTESY (OCBS)	.001	Non-normal distribution
CIVIC VIRTUE (OCBS)	.267	Normal distribution
TOTAL OCBS	.464	Normal distribution
VIGOR (UWES)	.033	Non-normal distribution
DEDICATION (UWES)	.305	Normal distribution
ABSORPTION (UWES)	.010	Non-normal distribution
TOTAL UWES	.190	Normal distribution

The table-3 displays the results of the Shapiro-Wilk Test of Normality for various domains associated with the study, assessing whether the data distribution is normal for each variable. TES, comprises three subscales: Dedication, Cooperation, and Sharing. In case of **Dependability**, the p-value (Sig.) is 0.017, which is below 0.05, indicating that the data for this domain significantly deviates from a normal distribution. For **Co-operation**, the p-value is 0.564, which is above 0.05, suggesting that the data is normally distributed for this domain. In case of **Sharing**, the p-value is 0.109, which is above 0.05, indicating normal distribution for this domain. For total Team Effectiveness Score, p-value is 0.134, the data for this domain follows a normal distribution.

Organizational Citizenship Behavior Scale, which measures organizational citizenship behaviors, includes five subscales: **Altruism**, **Conscientiousness**, **Sportsmanship**, **Courtesy**, and **Civic Virtue**.

In case of **Altruism**, the p-value of 0.082, being above 0.05, suggests normal distribution for this domain. Next is **Conscientiousness**: The p-value is 0.303, which confirms normal distribution for this domain. For **Sportsmanship**: The p-value of 0.038 is below 0.05, indicating a significant deviation from normal distribution. In case of **Courtesy**: The p-value of 0.001 is well below 0.05, showing that the data significantly deviates from normality for this domain. Last sub-scale **Civic Virtue**: The p-value of 0.267 indicates normal distribution for this domain. For Total Organizational Citizenship Behavior: The p-value of 0.464 confirms normal distribution.

Similarly, **Utrecht Work Engagement Scale**, which consists of three subscales: **Vigor**, **Dedication**, and **Absorption**. In case of **Vigor**: the p-value of 0.033 indicates a significant deviation from normality. For **Dedication**: The p-value of 0.305 suggests normal distribution. Next is **Absorption**: The p-value of 0.010 shows significant deviation from normality. Lastly for Total Utrecht Work Engagement Scale, the p-value of 0.190 confirms that the data is normally distributed for this scale.

As shown in Table 3, Most p-values are above the threshold of 0.05, suggesting that the majority of the domains exhibit normal distribution. As such, **Pearson Correlation Coefficient** is an appropriate statistical method for analyzing the relationships between these variables.

Table 4.1: - Pearson Correlation Coefficient between Team Effectiveness & Organizational Citizenship Behavior

Correlations

	Organizational Citizenship Behavior	ALTRUISM	CONSCIENTIOUSNESS	SPORTSMANSHIP	COURTESY	CIVIC VIRTUE
Team Effectiveness						
Pearson Correlation	.361*	.271	.410**	.310	.028	.022
Sig (2- tailed)	.022	.091	.009	.052	.866	.895
N	40	40	40	40	40	40
DEPENDAEBILITY						
Pearson Correlation	.332*	.248	.281	.330*	.055	.042
Sig (2- tailed)	.036	.123	.079	.037	.738	.797
N	40	40	40	40	40	40
CO-OPERATION						
Pearson Correlation	.330*	.353*	.379*	.214	-.004	.081
Sig (2- tailed)	.037	.025	.016	.184	.978	.618
N	40	40	40	40	40	40
SHARING						
Pearson Correlation	.271	.095	.430**	.246	.014	-.078
Sig (2- tailed)	.090	.562	.006	.127	.933	.634
N	40	40	40	40	40	40

*. Correlation is significant at the 0.05 level (2 – tailed

**. Correlation is significant at the 0.01 level (2 – tailed)

$H0_1$:

There is no significant relationship between Team Effectiveness & Organizational Citizenship Behavior (OCB) among employees working in the private sector.

Table- 4.1 shows the Pearson correlations calculated to assess the correlation between the various dimensions of team effectiveness and organizational citizenship behavior. Specifically, it presents the relationships between Team Effectiveness & Organizational Citizenship Behaviors, as well as the correlation between the scores for the subscales of Team Effectiveness Scale (Dependability, Co-operation, and Sharing), the subscales of Organizational Citizenship Behaviors Scale (Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue), the overall correlation between total score of team effectiveness and total score of organizational citizenship behavior, the correlation between the total score of team effectiveness and the scores for the each subscales of organizational citizenship behavior, and the correlation between the total score of organizational citizenship behavior and the score for each subscale of team effectiveness.

The correlation between **Team Effectiveness & Organizational Citizenship Behavior** is .361. This indicates a positive correlation between these variables. It implies that as Team Effectiveness increase, Organizational Citizenship Behavior tends to increase as well. The p-value is 0.022 ($p < 0.05$) indicating that the correlation is statistically significant at the 0.05 level. This means there is a significant positive relationship between Team Effectiveness & Organizational Citizenship Behavior. Therefore, the null hypothesis $H0_1$ is not accepted.

Additionally, Team Effectiveness (Total Score) & Altruism, Pearson Correlation is .271, p-value is .091. This indicates a positive correlation, but it is not statistically significant at the .05 level. Team Effectiveness (Total Score) & Conscientiousness: Pearson Correlation is .410, p-value is .009. This indicates a strong positive correlation, which is statistically significant at the .01 level. Team Effectiveness (Total Score) & Sportsmanship, Pearson Correlation is .310, p-value is .052. This indicates a positive correlation, but it is not statistically significant at the .05 level. Team Effectiveness (Total Score) & Courtesy, Pearson Correlation is .028, p-value is .866. This indicates a very weak positive correlation that is not statistically significant. Team Effectiveness (Total Score) & Civic Virtue, Pearson Correlation is .022, p-value is .895. This indicates a very weak positive correlation that is not statistically significant.

The correlation between Organizational Citizenship Behavior (Total Score) & Dependability is .332 & p value is .036. It indicates that there is a positive and statistically significant relationship between

overall organizational citizenship behavior and the Dependability subscale of team effectiveness at the 0.05 level. Teams with members who exhibit higher levels of OCB tend to be perceived as more dependable. Next the correlation between Organizational Citizenship Behavior (Total Score) & Co-operation is .330 & p-value is .037. It suggests that there is a positive and statistically significant relationship between overall organizational citizenship behavior and the Co-operation at 0.05 level. Teams with members who display higher levels of OCB tend to be perceived as more cooperative (working well together and supporting each other). Next the correlation between Organizational Citizenship Behavior (Total Score) & Sharing is .271 & p-value is .090. It indicates that there is a positive relationship between overall organizational citizenship behavior and the Sharing, but it is not statistically significant at the .05 level.

The correlation coefficient between **Dependability and Altruism** is 0.248, indicating a weak positive relationship. However, this relationship is not statistically significant ($p = 0.123$), suggesting that Dependability does not significantly correlate with Altruism in this sample. Next A weak positive correlation ($r = 0.281$) is observed between **Dependability and Conscientiousness**. This relationship is also not statistically significant ($p = 0.079$), indicating limited evidence of an association between these two variables. Next A moderate positive correlation ($r = 0.330$) is found between **Dependability and Sportsmanship,** which is statistically significant at the 0.05 level ($p = 0.037$). This indicates that higher levels of Dependability are significantly associated with higher levels of Sportsmanship. After that the correlation coefficient between **Dependability and Courtesy** is 0.055, reflecting a negligible relationship. Additionally, this relationship is not statistically significant ($p = 0.738$), suggesting no meaningful association between the two variables. Next A very weak positive correlation ($r = 0.042$) exists between **Dependability and Civic Virtue**, and this relationship is not statistically significant ($p = 0.797$). Thus, Dependability does not show a meaningful relationship with Civic Virtue in this context.

Overall, from the table-4.1, it is evident that Dependability demonstrates a significant positive relationship with Sportsmanship, while its associations with Altruism, Conscientiousness, Courtesy, and Civic Virtue are weak or negligible and not statistically significant. This suggests that among the five subscales of OCBS, Sportsmanship is most strongly and meaningfully linked to Dependability.

In case of **Co-operation and Altruism**, a significant positive correlation ($r = 0.353$, $p = 0.025$) is observed between these variables, suggesting that higher Co-operation is associated with greater Altruism among individuals. This relationship is statistically significant at the 0.05 level. Next a significant positive correlation ($r = 0.379$, $p = 0.016$) is also observed between **Co-operation and Conscientiousness**, indicating that as Co-operation increases, Conscientiousness tends to increase.

This relationship is significant at the 0.05 level. The correlation between **Co-operation and Sportsmanship** (r = 0.214, p = 0.184) is positive but not statistically significant, implying no strong evidence of a relationship between these variables. In case of **Co-operation and Courtesy** A very weak negative correlation (r = -0.004, p = 0.978) is found between these, which is not statistically significant. This indicates no meaningful relationship between these subscales. Next a very weak positive correlation (r = 0.081, p = 0.618) is observed between **Co-operation and Civic Virtue**; however, this relationship is not statistically significant.

Overall, Co-operation is significantly associated with Altruism and Conscientiousness, while its relationships with Sportsmanship, Courtesy, and Civic Virtue are not significant.

In case of **Sharing and Altruism**, a very weak positive correlation (r = 0.095) is observed between Sharing and Altruism, with a p-value of 0.562. However, this correlation is not statistically significant. Next a strong positive correlation (r = 0.430) exists between **Sharing and Conscientiousness**, which is statistically significant at the 0.01 level (p = 0.006). This suggests that higher levels of Sharing are significantly associated with greater Conscientiousness. Next a weak positive correlation (r = 0.246) is found between **Sharing and Sportsmanship,** with a p-value of 0.127. This correlation is not statistically significant. In case of **Sharing and Courtesy,** a weak positive correlation (r = 0.014) is observed between Sharing and Courtesy, with a p-value of 0.933. This relationship is not statistically significant. Next a negative correlation (r = -0.078) is seen between **Sharing and Civic Virtue**, with a p-value of 0.634. This correlation is not statistically significant.

Overall, the data table-4.1, shows that Sharing is significantly associated with Conscientiousness ($p < 0.01$), while the correlations with the other subscales (Altruism, Sportsmanship, Courtesy, and Civic Virtue) are weak and not statistically significant. This highlights the importance of Sharing in enhancing Conscientiousness within the context of organizational citizenship behavior.

An individual's belief in their ability to contribute to team effectiveness can influence their engagement in organizational citizenship behavior (OCB). This belief reflects the extent to which individuals feel they can produce a desired impact on the team's outcomes. When individuals possess a strong belief in their ability to contribute to the team, they are more likely to exhibit OCB. This is because they perceive that their proactive and cooperative behaviors will lead to enhanced team effectiveness. Specifically, **Khadija Zahid, Bushra Nazir, and Adnan Riaz (2010),** in their paper found that OCB contributes to team effectiveness within the public sector of Pakistan. Similarly, the study conducted by **Khaliqur Rehman Ansari and Rajesh Kumar Upadhyay (2021)** revealed that OCB had a positive impact on team effectiveness in the service sector in India. Another study conducted by **P. Annand Kumar and S. Brindha (2023)** also emphasized OCB's crucial role in enhancing team

effectiveness among IT employees. Furthermore, **Siti Norain Binti Abd Samad, Ridhawati Zakaria, Norashikin Hussein, Noor Azura Dahalan, and Dayan Nailul Munna Abg Abdullah (2024)** in their research found that specific dimensions of OCB (conscientiousness, courtesy, and civic virtue) positively influence team effectiveness in a non-profit organization.

Table 4.2: - Pearson Correlation Coefficient between Team Effectiveness & Work Engagement

Correlations

	Utrecht Work Engagement Scale	VIGOR	DEDICATION	ABSORPTION
Team Effectiveness Scale				
Pearson Correlation	.333*	.330*	.003	.397*
Sig (2- tailed)	.036	.038	.984	.011
N	40	40	40	40
DEPENDEBILITY				
Pearson Correlation	.300	.288	.045	.340*
Sig (2- tailed)	.060	.072	.781	.032
N	40	40	40	40
CO-OPERATION				
Pearson Correlation	.329*	.298	-.025	.438**
Sig (2- tailed)	.038	.062	.877	.005
N	40	40	40	40
SHARING				
Pearson Correlation	.234	.273	-.024	.253
Sig (2- tailed)	.147	.088	.884	.115
N	40	40	40	40

*. Correlation is significant at the 0.05 level (2 – tailed)

**. Correlation is significant at the 0.01 level (2 – tailed)

$H0_2$:

There is no significant relationship between team effectiveness and work engagement among employees working in the private sector.

Table- 4.2, shows the Pearson correlations calculated to assess the correlation between the various dimensions of team effectiveness and work engagement. Specifically, it presents the relationships between Team Effectiveness & work Engagement, as well as the correlation between the scores for

subscales of Team Effectiveness Scale (Dependability, Co-operation, and Sharing), the scores for subscales of Utrecht work Engagement Scale (Vigor, Dedication, Absorption) the overall correlation between total score of team effectiveness and total score of Utrecht Work Engagement, the correlation between the total score of team effectiveness and the score for each subscale of Utrecht Work Engagement Scale, and the correlation between the total score of Work Engagement & the scores for each subscale of team effectiveness."

The Pearson correlation coefficient (r) between **Team Effectiveness** and **Work Engagement** is .333 & p-value is .036, indicating a positive relationship between Team effectiveness and work engagement. This means that as the total team effectiveness score tends to increase, the total work engagement score also tends to increase, and vice versa. It is also suggested that Correlation is significant at the 0.05 level (2-tailed). Therefore, the null hypothesis $H0_2$ is not accepted.

The correlation between Team Effectiveness (total score) & Vigor is .330 & p-value is .038. It indicates there is a positive and statistically significant correlation at the 0.05 level between the total score of team effectiveness and vigor. Higher team effectiveness tends to be associated with employees reporting higher levels of vigor in their work. In case of Team Effectiveness (total Score) & Dedication the correlation coefficient is .003 & p-value is .984. It indicates that there is a very weak positive correlation that is not statistically significant. Overall team effectiveness shows almost no linear correlation with dedication. Next the correlation between Team Effectiveness (Total Score) & absorption is .397 & p-value is .011. It indicates that there is a positive and statistically significant correlation between the total score of team effectiveness and absorption at the 0.05 level.

The correlation between Work Engagement (total score) & Dependability is .300 & p-value is .060. It indicates that there is a positive correlation between overall work engagement and dependability. However, this correlation is not statistically significant at the .05 level. Next the correlation between Work Engagement (total score) & Co-operation is .329 & p-value is .038. It indicates that there is a positive and statistically significant correlation between overall work engagement and co-operation at the .05 level. In case Work Engagement (total score) & Sharing, the correlation coefficient is .234 & p-value is .147. It indicates that there is a weak positive correlation between overall work engagement and team sharing however the correlation is not statistically significant at the .05 level, suggesting that in this sample, there isn't a strong linear relationship between overall work engagement and sharing.

The Correlation between **Dependability and Vigor** is .288, p-value is .072**;** It indicates that there is a

weak positive correlation between Dependability and Vigor, but the relationship is not statistically significant. Next the Correlation between **Dependability and Dedication** is .045, p-value is .781; It indicates there is a negligible correlation between Dependability and Dedication, and it is not statistically significant, implying no strong evidence of a relationship between these variables. In case of **Dependability and Absorption**, the correlation is .340 & p-value is .032; It indicates there is a positive correlation between Dependability and Absorption, and this is statistically significant. Dependability is moderately associated with higher Absorption in work engagement.

Overall, Dependability, as a sub-scale of team effectiveness, shows a meaningful relationship only with Absorption, suggesting that dependable team members are more likely to deeply immerse themselves in their work tasks. The relationships with Vigor and Dedication are minimal or absent.

The Correlation between **Co-operation and Vigor** is .298 & p-value is .062. It implies a weak positive correlation between Co-operation and Vigor, but it is not statistically significant. It implies that Co-operation has a limited influence on Vigor. Next the Correlation between **Co-operation and Dedication** is -.025 & p-value is .877; it suggests that there is a negligible and negative correlation between Co-operation and Dedication, which is not statistically significant. This indicates no meaningful relationship between these variables. Next the Correlation between **Co-operation and Absorption** is .438 & p-value is .005; It suggest that there is a strong positive correlation between Co-operation and Absorption, which is statistically significant. This suggests that Co-operation is significantly associated with higher levels of Absorption in work engagement.

Among the subscales of work engagement, Absorption emerges as the only dimension showing a statistically significant positive relationship with Co-operation. This finding suggests that higher levels of co-operation within teams are strongly associated with greater immersion and focus in work tasks. In contrast, no meaningful relationships are observed between Co-operation and the other subscales, Vigor and Dedication, indicating that team co-operation may play a more pronounced role in enhancing focused engagement rather than energy or commitment at work.

In case of **Sharing and Vigor** a positive correlation is observed (r value = .273); however, this relationship is not statistically significant (p-value =.088). This indicates that sharing within teams may not strongly predict the energy or enthusiasm levels of individuals. Next the Correlation between **Sharing and Dedication** is -.024 & p-value is .884. It indicates a negative correlation is found, which is not statistically significant at 0.05 level. This suggests that sharing does not influence the sense of purpose or commitment in work tasks. Next the Correlation between **Sharing and Absorption** is .253 & p-value is .115. It indicates a positive correlation is identified, which is not statistically significant. This implies that sharing is not significantly associated with an individual's focus or immersion in work.

Overall, sharing within teams demonstrates weak, non-significant correlations with all three subscales of work engagement: Vigor, Dedication, and Absorption. These findings suggest that while sharing behaviors may have some positive trends with energy and immersion, they do not significantly influence work engagement dimensions in the studied sample.

Individual team members who feel a sense of agency and responsibility within the team are more likely to be engaged in their work, which subsequently contributes to greater team effectiveness. When individuals believe that their actions and contributions can significantly impact the team's success, they tend to experience higher levels of work engagement. This engagement, characterized by vigor, dedication, and absorption, translates into behaviors that enhance team effectiveness. In essence, team effectiveness is fostered when team members feel empowered and responsible, rather than feeling like their contributions have little impact. In the study by **Greta Mazzetti and Wilmar B. Schaufeli (2022),** in their paper found that work engagement and team effectiveness are positively related organizational outcomes. **Sreenivasan Jayashree, C.A. Malarvizhi, Mohammad Nurul Hassan Reza, and Shalini Baskiran (2019),** in their paper found a significant positive relationship between teamwork, work engagement, and Industry 4.0. **Koekemoer, De Beer, Govender, and Brouwers (2021),** in their study on the impact of the COVID-19 pandemic, examined the interrelationships between leadership behavior, team effectiveness, technological flexibility, work engagement, and performance. While the primary focus of Koekemoer et al. (2021) was on the influence of the pandemic context and technological flexibility, the study's inclusion of both team effectiveness and work engagement as key variables strengthens its relevance to the present study's findings.

Table 5.1 – Simple Linear Regression between Team Effectiveness & Organizational Citizenship Behavior

Linear Regression

Model	R	R Square	Adjusted R Square	Sig. F Change
1	.361[a]	.130	.107	.022

p-value (sig): 0.022< 0.05; Significant at the 0.05 level.

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Team Effectiveness

$H0_3$:

Team Effectiveness does not predict Organizational Citizenship Behavior (OCB) among employees working in the private sector.

Table 5.1 shows the results of a linear regression analysis examining the prediction of the Organizational Citizenship Behavior by the Team Effectiveness. The table indicates that the Team Effectiveness explains 13.0% of the variance in Organizational Citizenship Behavior (R Square = .130). The significance of this predictive relationship was assessed using the Sig. F Change value, which is .022, indicates that the predictive relationship between the Team Effectiveness and the Organizational Citizenship Behavior is statistically significant at the conventional level of $p < 0.05$. This means there is sufficient evidence to conclude that team effectiveness positively predicts organizational citizenship behavior in the population, explaining 13% of the variance ($R^2 = 0.130$). Therefore, the null hypothesis $H0_3$ is not accepted.

The relationship between team effectiveness and organizational citizenship behavior (OCB) has been widely studied. **Mahembe and Engelbrecht (2014)**, in their paper explored how servant leadership influences OCB and team effectiveness. Their findings demonstrated that OCB acts as a significant mediator in enhancing team effectiveness ($p < 0.05$). This aligns with the results of the current study, which also highlights the predictive power of team effectiveness on OCB, explaining 13% of the variance. **Ren-Tao Miao and Heung-Gil Kim (2009)** in their paper found that the impact of OCBs on team effectiveness varies based on the nature of tasks. Notably, group and organizational-level OCBs were directly related to team effectiveness, with task complexity moderating these relationships. Similarly, **Ansari and Upadhyay (2021),** in their study investigated the pathways through which OCB impacts team effectiveness. They found significant predictors ($p < 0.05$), emphasizing the positive role of team dynamics in fostering citizenship behaviors. These findings are consistent with the present research, further supporting the association between team effectiveness and OCB in workplace settings.

Table 5.2- Simple linear Regression between Team Effectiveness & Work Engagement

Linear Regression

Model	R	R Square	Adjusted R Square	Sig. F Change
1	.333[a]	.111	.088	. 036

p-value (sig): 0.036 < 0.05; Significant at the 0.05 level.

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Team Effectiveness

$H0_4$:

Team Effectiveness does not predict Work Engagement among employees working in the private sector.

Table 5.2, shows the results of a linear regression analysis examining the prediction of Work Engagement by the Team Effectiveness. The correlation coefficient (r = .333) indicates a moderate positive relationship between team effectiveness and work engagement. This suggests that as team effectiveness increases, work engagement tends to increase as well. The R Square value of 0.111 indicates that team effectiveness explains 11.1% of the variance in work engagement. The significance level (p = 0.036) is less than 0.05, indicating that the predictive relationship between team effectiveness and work engagement is statistically significant. Therefore, the null hypothesis $H0_4$ is not accepted.

The relationship between team effectiveness and work engagement has been explored in various contexts. **Rahmadani, Schaufeli**, **and Stouten (2020)**, in their paper demonstrated the predictive power of team-level leadership and effectiveness on work engagement. Their results revealed a significant positive relationship ($p < 0.05$), emphasizing the role of team effectiveness in shaping work-related outcomes. This aligns with the present study, which identifies team effectiveness as a moderate yet significant predictor of work engagement. The findings collectively highlight the importance of effective team dynamics and leadership in enhancing work engagement. Similarly, **Ullah, Khattak, and Rahman (2018),** in their study explored how teamwork effectiveness impacts employee engagement and behavioral outcomes. The study employed regression analysis, revealing that teamwork effectiveness significantly predicts work engagement, accounting for a meaningful portion of variance.

LIMITATIONS

- The sample size was relatively small, which limited generalizability and representativeness.

- Limited time for data collection and analysis may have restricted the depth of the study and prevented broader participant inclusion or follow-up research.

- Other factors influencing team effectiveness, OCB, and employee engagement, such as organizational culture or leadership styles, were not explicitly measured, which may have affected the comprehensiveness of the findings.
- Biasness could not be controlled as data collection was done by self-administered questionnaire.

FUTURE RECOMENDATIONS

- Future research should consider using a larger and more diverse sample to improve the generalizability of the findings. Including participants from various industries, job roles, and organizational levels would offer broader insights into the relationships between team effectiveness, OCB, and work engagement.
- A longitudinal approach would allow for examining changes in team effectiveness, OCB, and work engagement over time. This can help identify causal relationships and how these dynamics evolve in different organizational contexts.
- Future research could implement and evaluate interventions aimed at improving team effectiveness to assess their direct impact on OCB and work engagement. These could include team-building exercises, leadership training, or organizational restructuring.
- Investigating other factors such as leadership styles, organizational culture, and job satisfaction could provide a more comprehensive understanding of what influences OCB and work engagement. Including mediators and moderators, such as employee motivation or job stress, would add depth to the analysis.
- Future studies could compare the private sector with public or nonprofit sectors to determine whether the relationship between team effectiveness, OCB, and work engagement varies across organizational types.
- Using probability sampling methods, such as stratified or random sampling, would enhance the representativeness of the sample and reduce selection bias.

IMPLICATIONS

This study explores the impact of team effectiveness on Organizational Citizenship Behavior (OCB) and employee engagement among private-sector employees, The findings suggest that enhancing team effectiveness can significantly boost organizational citizenship behaviors (OCB) and work engagement. Organizations should prioritize building effective teams through training programs, team-building exercises, and fostering a collaborative work culture to drive employee behaviors that benefit the organization beyond their formal roles. Since team effectiveness positively influences work engagement, organizations can focus on improving team dynamics as a key strategy for increasing employee energy, dedication, and absorption in tasks. This can lead to higher productivity and job satisfaction. Leaders play a crucial role in fostering team effectiveness. Managers should be trained to promote open communication, trust, and accountability within teams. Leadership styles that emphasize collaboration and support can amplify the positive effects of team effectiveness on OCB and work engagement.

The study highlights the need for performance appraisal systems to include metrics related to team effectiveness and its impact on individual and group contributions. Reward systems should recognize and incentivize both individual and team-based efforts that contribute to organizational success. Organizations should embed policies that encourage team-based work structures. Policies promoting teamwork, shared goals, and collective accountability can help reinforce the behaviors identified as critical in this study. By focusing on improving team effectiveness, organizations can nurture behaviors like altruism, conscientiousness, and sportsmanship, which enhance the workplace environment and overall performance. Enhanced work engagement, driven by effective team dynamics, can reduce turnover intentions and improve job satisfaction. Organizations can use these findings to develop initiatives that enhance employee well-being and loyalty.

While the study focuses on private-sector employees, the insights can guide sector-specific strategies. For instance, private organizations can use these findings to remain competitive by emphasizing teamwork and employee-centric policies. The study bridges theoretical insights with practical applications, providing a roadmap for HR professionals and organizational leaders to implement evidence-based practices that strengthen team effectiveness and its positive impact on employees.
Training programs aimed at improving interpersonal skills, conflict resolution, and team collaboration can further enhance team effectiveness and, consequently, OCB and work engagement levels.

CONCLUSION

The study underscores the significant role of team effectiveness in predicting organizational outcomes, as evidenced by both correlation and regression analyses. The correlation results reveal a moderate positive relationship between team effectiveness and Organizational Citizenship Behavior (OCB) ($r = 0.361$, $p < 0.05$) as well as between team effectiveness and work engagement ($r = 0.333$, $p < 0.05$). These findings suggest that as team effectiveness improves, employees are more likely to display discretionary behaviors and engagement in their roles. Therefore, null hypothesis H_o1 & H_o2 both are not accepted.

Regression analysis further supports these relationships. Team effectiveness explains 13% of the variance in OCB ($R^2 = 0.130$, $p = 0.022$), demonstrating a statistically significant predictive relationship. Therefore, the null hypothesis (H_o3) that team effectiveness does not predict OCB is not accepted. This confirms the influence of team dynamics on fostering behaviors that benefit the organization beyond formal job requirements. Similarly, team effectiveness accounts for 11.1% of the variance in work engagement ($R^2 = 0.111$, $p = 0.036$), establishing a significant relationship. As a result, the null hypothesis (H_o4) that team effectiveness does not predict work engagement is also not accepted. This highlights the contribution of team dynamics to enhancing employees' energy, dedication, and absorption in their work. While the results demonstrate statistical significance, the relatively modest variance explained by team effectiveness (13% for OCB and 11.1% for work engagement) indicates that other factors also influence these outcomes.

Overall, the findings validate the critical role of team effectiveness in shaping OCB and work engagement, emphasizing the importance of fostering effective team dynamics for improving organizational performance and employee well-being. Both hypotheses are rejected, confirming the predictive power of team effectiveness in these domains.

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APPENDIX-I

INFORMED CONSENT FORM

Final Year student of MSc in Applied Psychology (Semester 4)
Name: Ratna Halder
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Email Id: halderratna97@gmail.com
Supervisor: Bipasha Chatterjee, Assistant Professor of Psychology at Sister Nivedita University.

Institutional contact: Sister Nivedita University, Newtown, West Bengal.

Hello, you are invited to participate in a study conducted by Ratna Halder, a final year student of MSc in Applied Psychology (Semester 4), Department of Psychology, Sister Nivedita University, Kolkata. Participation in this study is voluntary and you must be the ages of 25 and 40 years old to participate in this study. If you agree to participate, I will explain this study to you. First, you will be asked to complete some questionnaires, which will take around 15-20 minutes. Some of the questions may be sensitive or cause emotional discomfort, but this information will be kept confidential and only used for research purposes. Your name will not be revealed anywhere and except me, no one will be able to see your information or even know whether you have participated in this study or not. When the study is completed and the data have been analyzed, the list linking participants to the study numbers will be destroyed. I would remain obliged if you provided data honestly. Your participation will help in making this research successful. If you have any doubts or queries feel free to ask. Thank you for your participation and cooperation.

Participant - "All of my questions and concerns about this study have been addressed; I choose to participate in this research project. I certify that I am between the ages of 25-and 40."

Signature of participant (initials will do): Date:

Signature of Researcher:

APPENDIX-II

General Information of Participant

1. **Name (Optional):**

For identification or follow-up purposes, ensure confidentiality.

2. **Age:**

- **25–29 years**
- **30–34 years**
- **35–40 years**

3. **Gender:**

- Male
- Female
- Non-Binary/Other
- Prefer not to say
-

4. **Educational Qualification:**

5. **Industry/ Sector:**

6. **Job Role/Position:**

7. **Tenure in Current Role:**

- Less than 1 year
- 1–3 years
- 4–6 years
- 7–10 years
- More than 10 years

8. **Type of Work Environment:**

- Fully Team-Based
- Partially Team-Based
- Independent/Minimal Collaboration

APPENDIX-III

TEAM EFFECTIVENESS SCALE (TES) : Team Effectiveness Scale was developed by Upinder Dhar and Santosh Dhar (2001).

2 | *Consumable Booklet of T E S*

S. N.	STATEMENTS	Always	Often	Some-times	Seldom	Never
1.	People care for each other.	☐	☐	☐	☐	☐
2.	People are open and truthful.	☐	☐	☐	☐	☐
3.	People have high level of trust on each other.	☐	☐	☐	☐	☐
4.	Decisions are made by consensus.	☐	☐	☐	☐	☐
5.	There is strong team commitment.	☐	☐	☐	☐	☐
6.	Conflict is faced upto and worked through.	☐	☐	☐	☐	☐
7.	People really listen to ideas and feelings.	☐	☐	☐	☐	☐
8.	Feelings are expressed freely.	☐	☐	☐	☐	☐
9.	Process issues are dealt with.	☐	☐	☐	☐	☐
10.	People build on each other's contri-butions.	☐	☐	☐	☐	☐
11.	People are capable of listening to each other.	☐	☐	☐	☐	☐
12.	People are not too possessive about their territory or information.	☐	☐	☐	☐	☐
13.	People cooperate with each other to carry out a joint task.	☐	☐	☐	☐	☐
14.	People are ready to take on more chal-lenging tasks if so required.	☐	☐	☐	☐	☐
15.	Goals are achieved in the most efficient way.	☐	☐	☐	☐	☐
16.	People are fair to each other.	☐	☐	☐	☐	☐
17.	People are just to each other.	☐	☐	☐	☐	☐
18.	People are receptive to new ideas.	☐	☐	☐	☐	☐
19.	There is a sense of ownership amongst the team members.	☐	☐	☐	☐	☐
20.	People own the decisions once taken.	☐	☐	☐	☐	☐

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Team Effectiveness Scale (T E S). (English Version)

APPENDIX- IV

Organizational Citizenship Behavior Scale (OCBS): This organizational citizenship behavior measure was developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990).

Organizational Citizenship Behavior Scale

This section assesses Organizational Citizenship Behavior (OCB), which refers to voluntary and constructive workplace behaviors that go beyond formal job requirements. Responses are obtained using a 7-point Likert-type scale, where:

1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Neutral
5 = Slightly Agree
6 = Agree
7 = Strongly Agree

The items have been adapted for self-reporting to capture your own perspective on your workplace behaviors. Please respond honestly based on your typical actions at work.

	Strongly. Disagree.	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
18. Attendance at work is above the norm.	1	2	3	4	5	6	7
21. Does not take extra breaks.	1	2	3	4	5	6	7
22. Obeys company rules and regulations even when no one is watching.	1	2	3	4	5	6	7
24. Is one of my most conscientious employees.	1	2	3	4	5	6	7
3. Believes in giving an honest day's work for an honest day's pay.	1	2	3	4	5	6	7
4. Consumes a lot of time complaining about trivial matters. (R)	1	2	3	4	5	6	7
16. Always focuses on what's wrong, rather than the positive side. (R)	1	2	3	4	5	6	7
7. Tends to make "mountains out of molehills." (R)	1	2	3	4	5	6	7
19. Always finds fault with what the organization is doing. (R)	1	2	3	4	5	6	7
2. Is the classic "squeaky wheel" that always needs greasing. (R)	1	2	3	4	5	6	7

	Strongly. Disagree.	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
9. Attends meetings that are not mandatory, but are considered important.	1	2	3	4	5	6	7
11. Attends functions that are not required, but help the company image.	1	2	3	4	5	6	7
6. Keeps abreast of changes in the organization.	1	2	3	4	5	6	7
12. Reads and keeps up with organization announcements, memos, and so on.	1	2	3	4	5	6	7
17. Takes steps to try to prevent problems with other workers.	1	2	3	4	5	6	7
20. Is mindful of how his/her behavior affects other people's jobs.	1	2	3	4	5	6	7
14. Does not abuse the rights of others.	1	2	3	4	5	6	7
5. Tries to avoid creating problems for co-workers.	1	2	3	4	5	6	7
8. Considers the impact of his/her actions on co-workers.	1	2	3	4	5	6	7
13. Helps others who have been absent.	1	2	3	4	5	6	7
1. Helps others who have heavy work loads.	1	2	3	4	5	6	7
23. Helps orient new people even though it is not required.	1	2	3	4	5	6	7
15 . Willingly helps others who have work related problems.	1	2	3	4	5	6	7
10. Is always ready to lend a helping hand to those around him/her.	1	2	3	4	5	6	7

APPENDIX-V

UTRECHT WORK ENGAGEMENT SCALE (UWES) was developed by Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002).

English version

Work & Well-being Survey (UWES) ©

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. _____ At my work, I feel bursting with energy* *(VI1)*
2. _____ I find the work that I do full of meaning and purpose *(DE1)*
3. _____ Time flies when I'm working *(AB1)*
4. _____ At my job, I feel strong and vigorous *(VI2)**
5. _____ I am enthusiastic about my job *(DE2)**
6. _____ When I am working, I forget everything else around me *(AB2)*
7. _____ My job inspires me *(DE3)**
8. _____ When I get up in the morning, I feel like going to work *(VI3)**
9. _____ I feel happy when I am working intensely *(AB3)**
10. _____ I am proud on the work that I do *(DE4)**
11. _____ I am immersed in my work *(AB4)**
12. _____ I can continue working for very long periods at a time *(VI4)*
13. _____ To me, my job is challenging *(DE5)*
14. _____ I get carried away when I'm working *(AB5)**
15. _____ At my job, I am very resilient, mentally *(VI5)*
16. _____ It is difficult to detach myself from my job *(AB6)*
17. _____ At my work I always persevere, even when things do not go well *(VI6)*

* Shortened version (UWES-9); VI= vigor; DE = dedication; AB = absorption

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